

Making Businesses Your Customers

Next Step Strategies To Serve Businesses in Your One-Stop System

Seminar Mission

1. Analyze **businesses' critical role** in workforce and economic development, and one-stop systems, and move **beyond customers to business partners**.
2. **Review local partnerships** to improve business customer resources.
3. Create strategies around these five **business partnership roles**: advisor, funder, hirer, trainer and economic developer.
4. Exchange **ideas**, action plan and brainstorm **strategies** to increase marketing success and expand customers.

**Developed and Delivered by
Melanie S. Arthur**

USDOL: *Demand Driven!*

- “Recognize the workforce investment system as an economic development system with social benefits and not as a social services system with economic benefits”
- “Business is a customer of workforce investment services, a provider of training, and a leader and policy setter in the management of local programs”
- “Create a demand-driven system that helps employers find the workers they need as quickly as possible”

Business Services *Resources*: Three Options for Change (or a Sequence of Options)

1. Improve the “as is” resource commitment

- What we have, working better
- *“Plate’s full, make it the best meal”*

2. Reorganize to optimize resource commitment

- Less of one thing = more of something else
- *“Plate’s full, substitute some of the items”*

3. Expand resources to increase resource commitment

- Add to the resources
- *“More plates!”*

Improve the “as is” Resource Commitment

1. Semantics count

Putting the word “business” into your programs, center, system

2. Build staff and capacity

Skill building, automation...take advantage of existing resources

3. Be strategic

Set goals, target outreach, account management, triage services and delivery methods, build relationships, hit the market timing

4. Improve “critical few” processes

Answering the telephone, job orders, and follow up

5. Provide leadership

Offering direction to optimize results

Customer Success Depends on Performance Partnerships!

The Relay Team

The Rowing Crew Team

*No matter what partners are at the
“center,” all partners are on the team.*

Co-location

Co-operation

Collaboration

Integration

**From co-location to integration:
What are the characteristics? What are the goals?**

Current

Continuous Improvement

Co-location

Co-operation

Collaboration

Integration

Partnering to Build a One-Stop System for Business Customers

- System Marketing
 - Account Management for Intensive and Training Services
- Service Concierge (Single Point of Contact)
 - Business Service Teams
 - A Single Job Bank
 - A Single Talent Bank
- Certification to Access Suppressed Listings
 - Joint Activities for Core Services (Job Fairs, Workshops, Web Page)
- Coordinated Incumbent Worker Training

Ten *Business* Customer Service Goals for One-Stop System Design

*Outcome: Customer Satisfaction through the
continuous improvement of the
procedural aspects of system services.*

1. Business customers will receive accurate information on the system and partner services no matter where they enter the system, whether a program partner or the center. *(This requires cross-informing and cross-marketing.)*
2. Business customers will be linked with all needed, wanted, appropriate services within the system no matter where they enter the system. *(This requires cross-informing and a common definition of a quality referral.)*
3. Business customers will never be referred to another system partner program for which they are not likely to be eligible (even if not selected by the partner for program participation) and which does not have current availability. *(This requires cross-training, inter-agency technology, and up-to-the-minute information on program participation levels.)*
4. Business customers will never need to give repetitive information to any system partner program which has already been collected by another system partner or the center; while additional information may be needed by partner, it will add to existing information already collected by the system and its partners. *(This requires sharing customer information system-wide.)*
5. Business customers will never be required to engage in repetitive customer profiling, needs assessment, or sales visits -- all partners will accept the outcomes and data of other system partners. *(This requires standards agreed to by and utilized by all system partners.)*

Ten *Business* Customer Service Goals for One-Stop System Design

6. Business customers will have a single point of contact (this may be a person, or describe a process) within the system; customers will never have multiple contacts for the same services at the same time. For some businesses, an “account manager” will be a concierge who arranges for other services to be delivered. *(This required system account management standards, cross-training, and frequent communication.)*
7. Business customers will have easy and rapid access to all Center and system partner programs; with no prolonged waiting time for the initial service or between service steps, particularly when multiple services are provided for partners in sequence or simultaneously. *(This will require system and program process mapping, data collection, cycle times, benchmarking, and continuous improvement.)*
8. All business customers, whether they come in initial contact with a program partner or the center, will be offered an appropriate service somewhere in the system. *(This will require cross-training, customer demand analysis, and service variety, development, and expansion.)*
9. Business customers will continue within the system (even if not within a specific partner program) until their goals have been met. *(This will require cross-partner program elements to be include in customer service plans and ensuring next step, through linking the customer to the next program partner.)*
10. Business customers will be given the opportunity to give feedback on each program and system process step for continuous improvement of programs and the system. *(This will require agreed upon customer feedback methods, the sharing of customer data, the collection of both program and system data, and joint work teams for improvement.)*

Select 3 as “system improvement” goals...

- 1.
- 2.
- 3.

A system must...

Cross-Inform to Cross-Market!
Cross-Train to Cross-Serve!

What front-line staff needs to know about partner programs...

- General Eligibility
- Service Menu
- Performance Measures

Start with cross-informing...

- Common Customer Questions
- Peer-to-Peer by Service Team

Move to cross-training...

- Core Service Menu and Definitions
- Most Common...Not Most Unique

What Makes One-Stop Partnerships Successful?

Answer the 11 statements listed below to determine your One-Stop's progress in building successful partnerships.

Actions For Proven Success	Yes	No
1. Seeking mutual advantages and tangible outcomes.		
2. Cross-referrals are routine.		
3. Staff interaction among partners is routine.		
4. Joint action is taken to get the administrative and regulatory barriers removed.		
5. Coordination among partners is planned.		
6. The One-Stop staff focuses on customers' individual needs, problem-solving, and mutual goals.		
7. Information is exchanged among partners/staff regularly.		
8. Partners/staff share the same mission, vision, and values.		
9. Partners/staff have mutual respect for capacity and performance.		
10. Leaders are accessible.		
11. Power is shared and/or assistance is obtained to maintain good working relationships.		

<i>Critical Differences Between...</i>	
Employer Services	Business Services
- Hirers	- Businesses
- Employers	- Industries
- Employer Assistance	- Economic Development
- When Hiring	- Whether Hiring or Not
- Pre-Employment	- Pre- and Post-Employ
- Best Candidate	- Workforce
- Job Requirements	- Sectoral Skills
- Listing and Placement	- Holistic Services
- Program/Center Role	- System Role

Critical Differences Between...

Job Development	Business Development
- Focus on Job Seekers	- Focus on Businesses
- Employer Assistance	- Economic Development
- Program/Center Role	- System Role
- An Event	- A Process
- Placement: End	- Placement: Beginning
- Pre-Employment	- Post-Employment
- Hiring	- Productivity
- Job Order	- Consultation
- Listing Requirements	- Occupational Skills

Five roles for businesses...

1. Advisors
2. Funders
3. Hirers/Keepers
4. Trainers
5. Economic Developers

When businesses are customers...

Businesses must define what quality is:
expectations, preferences, and requirements.

Advice is needed...

- Labor market demand and workforce development;
- One-Stop System for individuals and businesses;
 - Core, intensive, and training services for individuals and businesses;
- Skills assessed and assessment methods to use;
 - Entry and advancement skills required;
 - Authenticity of curricula;
- Resume, application, and interview skills;
 - The most important services needed;
 - Service benchmarks;
- High-performance and quality management;
 - and much, much more!

A Review of the Customer Satisfaction Research...

What Businesses Want!

1. Employees quickly, conveniently, efficiently, and reliably

- ***Cycle time between job order receipt and first qualified referral is a predictor of satisfaction.***
- ***Cycle time between job order receipt and hire is a predictor of satisfaction.***
- ***A lower ratio of referrals to a hire increases satisfaction.***

2. Labor market and regulatory information

- ***Job orders accepted with unrealistic expectations decrease satisfaction.***
- ***Regulatory information on labor law compliance and problem resolution is valued.***

3. Choice of service access, service type and service level

- ***Alternative methods of contact and placing a job order are valued.***
- ***The option of suppressed or unsuppressed job orders increases satisfaction.***

4. Referrals of “screened” applicants (with documentation of skills), if requested

- *Distinction and preference clarity between “**listing**”, “**matching**”, or “**screening**” increases satisfaction.*
- *When “**screening**” is preferred, employers expect, **candidates who meet hiring requirements and skill levels, background checks, and verification of qualifications.***

5. Candidates who are job-ready and have positive work attitudes and behaviors

- *Satisfaction is higher with the educational and occupational skills of the labor force, than with the **work ethics of candidates referred.***

6. Single-point of contact, and staff who know their business

- *When there is a problem, businesses must know **who to contact** or dissatisfaction increases.*
- ***On-going relationships with specific staff persons** are valued, particularly with the matching and screening services.*

7. Post-referral and post-employment follow-up services

- *Businesses **expect follow-up contact** at post-listing, post-referral, and post-hire to assess status and satisfaction.*

Who should give you advice?

- Business WIB Members;
- Current, dormant, and never customers;
- Business and industry segments;
- Business leaders.

How do you get advice?

- The WIB; advisory committees; taskforces;
- Business group presentations;
- Mingling at business groups;
- Individual feedback;
- Follow-up visits after service delivery;
- Placement successes and failures;
- Focus groups;
- Customer feedback and evaluation surveys;
- Tag-on questions to job order forms;
- Employers telephoning peers;
- Service demand and buying behaviors;
- Measures of repeat business.

Top ten first wage jobs

- 1. Cashiers**
- 2. Nursing Aides**
- 3. Waitresses**
- 4. Maids**
- 5. Cooks**
- 6. Janitors**
- 7. Secretaries**
- 8. Child Care**
- 9. Household Cleaning**
- 10. Assemblers**

Source: Upjohn Institute (616-343-5541)

Top ten industries for “first wage” jobs

- 1. Eating/Drinking establishments**
- 2. Nursing and personal care**
- 3. Private household services**
- 4. Hotels and motels**
- 5. Grocery stores**
- 6. Elementary/Secondary schools**
- 7. Department stores**
- 8. Personnel supply services**
- 9. Hospitals**
- 10. Services to buildings**

Source: Upjohn Institute (616-343-5541)

High-Growth Job-Training Initiative

National Targeting Criteria:

- Add substantial numbers of new jobs to the economy; or
 - Have a significant impact on the economy overall; or
 - Impact the growth of other industries; or
 - Are being transformed by technology requiring new skill sets for workers; or
- Are new and emerging businesses that are projected to grow.

The Twelve Sectors Targeted:

- Health Care
- Information Technology
- Biotechnology
- Geospatial Technology
- Automotive
- Retail
- Advanced Manufacturing
- Construction
- Transportation
- Hospitality
- Financial Services

From “Career Paths” to “Skill Paths”

High Skill/
High Wage

Medium Skill/
Wage

Entry Level
Skills/Wages

Pre-employment

New Employee Orientation

Nine reasons for the shift to Post-employment Training...

1. **Reduced public investment in pre-employment training** causes a need for more training on the job.
2. **On-the-job training is preferred** over classroom training by many **job seekers**.
3. **Work experience** (not just education) **gets people jobs** and is used by employers to select workers.
4. **Dissatisfaction by employers** with the preparation of workers by schools and training programs.
5. Employers believe they have to **train them anyway**.
6. **Job site learning** is believed to be superior to classroom learning and **customized classroom training when combined** with on-the-job training is the most effective.
7. **Jobs are becoming unique** due to downsizing, specialization, and targeting small market niches.
8. **Jobs change constantly** (along with the skills needed) due to hyper-competition and team/project management.
9. **Technology is being introduced** constantly and developed to respond to specific job functions.

What is post-employment training?

1. On-the-Job Training
2. Work Experience Programs
3. Supported Work
4. Try-Out Employment
5. Work-based ABE/GED programs
6. Customized training
7. Apprenticeships
8. Tuition Reimbursement Programs
9. Employer-Sponsored Training
10. "Follow Lucy"
11. Coaching and Training by Supervisors and Peers
12. Manuals, Desk Guides, and Technological Learning

All training at the workplace as a prelude to employment or after a worker is employed.

Why OJT is A great opportunity...

Individual Customer Satisfaction:

- Individual customers want it and like it; survey results show Dislocated Workers most wanted this service, and ranked satisfaction higher with OJT than other services.
- Some customers do not learn well in classroom settings.

Business Customer Satisfaction:

- Businesses are a real customer in OJT, and OJT restores direct service relationships with the business community.
- "I'll be glad to train them."

Changes in the Economy:

- All jobs require OJT, even if not subsidized.
- Subsidies influence hiring decisions in a more competitive labor market.

WIA Opportunities:

- More flexible WIA OJT requirements.
- One way to help fund job development function, and create registered core services.
- Since it is exempted from the ITA “eligible provider” list, it is a method of training not dependent on who is on the list, and Title I programs have more control in delivery.
- OJT can be used as both a pre-employment and post-employment service; one means to offer “employed worker” training.

Performance Standards:

- High outcomes in retention and income growth performance standards.
- Work-based, employer-sponsored training is best way to provide post-employment training.
- Follow-up services are more easily provided; easier to locate participant, post-employment.
- Easier to intervene for retention, since the Title I program can contact the business customer, and not just the participant.

Twenty Key Roles for Business Services Representatives...

1. Represent the Business
2. Build a Long-Term Partnership
3. Serve as an Internal Champion
4. Represent the One-Stop System
5. Act as Single Point of Contact
6. Accept System Accountability
7. Consult on Critical Human Resource Issues
8. Provide Quality Labor Market Information
9. Assess Needs for Customization

10. Link to Resources
11. Package Services into a
a Single Proposal
12. Make Program Knowledge
Unnecessary
13. Provide Direct Services
14. Coordinate Service Delivery
15. Ensure Quality Delivery
16. Exceed Expectations
17. Satisfy the Business Customer
18. Maintain Frequent Contact
19. Seek Repeat Usage
20. Upgrade the Relationship

Best Bets!

Your seminar leader...

Along with her colleagues at Greg Newton Associates, **Melanie Arthur** is helping states and communities across the country transition to the comprehensive workforce investment system and to create customer-responsive One-Stop Career centers and programs. She is a marketing, quality, and customer service specialist who shows public and nonprofit agencies how to use private-sector strategies to find success in a changing environment.

Your thoughts on this seminar...

Session: _____ Date: _____

I want to provide the best training possible, and your feedback on this session will help make that possible. I promise that I will read and give careful consideration to your views. ***Thank you.*** _____

- 1. How would you rank this training on a scale from 1 to 16, with 16 being excellent?***

<i>Excellent</i>				<i>Good</i>				<i>Fair</i>				<i>Poor</i>			
16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1

- 2. What I liked best was...***

- 3. What I found most helpful was...***

- 4. What I found least helpful was...***

- 5. What I recommend for future training is...***

- 6. My other comments are...***
(Please use the back of this form if you need additional space.)